

Human Resource & Human Capital

GRI Standard	Topic	Performance Data	UoM	2020	2021	2022	2023	
GRI 2-7, GRI 405-1	Total Employee	Total Employees	Person	3,804	3,621	3,542	3,171	
		By Gender						
		• Male	Person	2,204	2,071	2,028	1,766	
		• Female	Person	1,600	1,550	1,514	1,405	
		• Share of women in all management positions	%	52.20	51.50	51.80	52.50	
		• Share of women in top management positions	%	51.40	53.30	50	53.10	
		• Share of women in junior management positions	%	52.80	50	51.30	52.10	
		• Share of women in management positions in revenue-generating functions	%	47.40	47.20	53.40	55.80	
		• Share of women in STEM-related positions	%	56.50	64.90	53.80	53.60	
		By Age						
		• >50 years old	Person	345	297	310	257	
		• 30-50 years old	Person	2,576	2,481	2,384	2,153	
		• <30 years old	Person	883	843	848	761	
		By Region						
		• Thailand	Person	3,437	3,307	3,252	2,890	
		• Overseas	Person	367	314	290	281	
		By Nationality						
		• Thai	Person	3,432	3,299	3,244	2,882	
		• Others	Person	372	322	298	289	

GRI Standard	Topic	Performance Data	UoM	2020	2021	2022	2023
		By Functions					
		• Commercial	Person	686	611	618	630
		• Supply Chain & Manufacturing	Person	2,466	2,399	2,333	1,989
		• Support	Person	652	611	591	552
		People with disability *	Person	33	33	31	31
		Total Contractors	Person	1,506	1,570	1,686	1,632
GRI 401-1	New Employee Hires and Employee Turnover	New Employee Hires					
		Total New Employees	Person	358	457	517	299
		By Gender					
		• Male	Person	170	262	225	148
		• Female	Person	188	195	292	151
		By Age					
		• >50 years old	Person	14	9	16	12
		• 30-50 years old	Person	185	192	226	132
		• <30 years old	Person	159	256	275	155
		By Level					
		• Executive (OLT) and Management (head of)	Person	47	45	29	45
		• Non-management (senior + exec)	Person	311	412	488	254
		By Region					
		• Thailand	Person	357	453	516	296
		• Overseas	Person	1	4	1	3

GRI Standard	Topic	Performance Data	UoM	2020	2021	2022	2023	
		Total New Employee Hire Rate	%	10.87	14.56	16.85	9.00	
		Internal Recruitment	%	14	23	6.32	9.00	
		Employee Turnover						
		Total Employee Turnover	Person	425	612	587	584	
		• Male	Person	191	299	265	339	
		• Female	Person	234	313	322	245	
		Total Employee Turnover Rate	%	12.91	19.50	19.13	20.99	
		Total Voluntary Employee Turnover Rate	%	8.99	16.00	15.61	11.79	
GRI 404-1	Employees Training	Total training hours provided to employees	hours	36,451	36,612	57,881	56,973	
		Total average training hours	hours / employee	11.11	13.00	18.56	19.29	
		By Gender						
		• Male	hours / employee	0.84	7.27	9.76	12.20	
		• Female	hours / employee	0.74	5.73	8.80	7.09	
		By Level						
		• Executive (OLT) and Management (head of)	hours / employee	0.57	3.87	3.77	5.15	
		• Non-management (senior + exec)	hours / employee	1.01	9.13	14.79	14.14	

GRI Standard	Topic	Performance Data	UoM	2020	2021	2022	2023
GRI 405-2	Ratio of basic salary and remuneration of female to male	• Executive level (base salary only)	ratio	0.99	1.00	1.00	1.19
		• Executive level (base salary + other cash incentives)	ratio	0.99	1.00	1.00	1.17
		• Management level (base salary only)	ratio	0.96	0.98	0.92	0.93
		• Management level (base salary + other cash incentives)	ratio	0.96	0.97	0.92	0.93
		• Non-management level (base salary only)	ratio	1.27	1.23	1.26	1.29
	Employee Experiences Survey	Employee engagement score	%	75	-	71	72
		By Gender					
		• Male	%	75	-	71	75
		• Female	%	75	-	71	70

Remarks:

- Full-scale version of employee engagement survey is conducted every two years.

* Hiring number, under Disability Act section 33 and 35

assurance statement: <https://investor.osotspa.com/u/en/document/2023/assurance-statement>

